

Maricopa County Policies and Procedures	Subject: Managing for Results Policy	Number: B6001 Issue Date 9/00
Approved: Andrew Kunasek	Initiating Department: Office of Management and Budget	

1. PURPOSE

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

2. DEFINITIONS

Managing for Results System – Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

Strategic Plan – A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

Managing for Results Resource Guide – This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

Department/Agency – This includes appointed departments, offices, elected departments, special districts and the judicial branch.

3. GENERAL POLICY

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

4. GENERAL REQUIREMENTS

A. Planning for Results

1. Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.

2. All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.
3. All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy #A1802.
4. The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

B. Budgeting for Results

1. The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
2. The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

C. Reporting Results

1. Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.
2. The Office of Management and Budget will prepare and distribute a summary of measures.

D. Evaluating Results

1. Internal Audit will review and report on strategic plans and performance measures.

E. Decision Making and Accountability

1. The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
2. Management will consider performance information in making policy and program decisions.